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AGENDA

FOR THE

CIA CAREER SERVICE BOARD

16th Meeting, Monday 23 November 1953, at 4:00 P. M.  
DCI Conference Room, Administration Building

1. The minutes of the 15th meeting will be available for approval at the 3 December meeting of the Board.
2. Report of the Junior Officer Task Force dated 9 November 1953, (previously distributed); for discussion.
3. Report of the Panel on Career Service for Women dated November 1953, (previously distributed); for discussion.
4. Memorandum from the Acting DD/I regarding, "Responsibility for the Assignment and Career Development of General Administrative Personnel," dated 18 November 1953; (attached for information).
5. Memorandum from the Acting DD/I regarding, "Restrictions and Obligations on CIA Careerists," dated 19 November 1953; (attached for information).
6. New business.

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TRANSCRIPT OF

CIA CAREER SERVICE BOARD MEETING

16th Meeting, Monday 23 November 1953, at 4:00 P. M.  
DCI Conference Room, Administration Building

PRESENT

Mr. Lyman B. Kirkpatrick  
Chairman

Colonel Lawrence K. White

[REDACTED] 25X1A9a

[REDACTED] 25X1A9a

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[REDACTED]

Colonel Matthew Baird

[REDACTED] 25X1A9a

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Reporter

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1. Report of the Junior Officer Task Force.....1-17
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3. Report on Executive Inventory.....24-26

16th Meeting of the CIA Career Service Board, held 23 November 1953.

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MR. KIRKPATRICK: Gentlemen, should we come to order? We have a slightly lighter agenda than normally. I notice that the first item on the Agenda is for next week, so we will pass that one. Item 2 is the "Report of the Junior Officer Task Force" which we mentioned very briefly last week. Does the Board wish to make any further comment on this Report?

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MR. [REDACTED] I thought it was a good report. Action is being initiated in many respects to take care of the problems, and it would seem to me it was appropriate for us to commend them for a well done report, and have the Board note it, that attention is being given to it -- something along those lines.

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MR. [REDACTED] I think this is a very significant report, and I hate for us to just pass it off too lightly. This is a very human sort of document, whatever else you can say for it.

MR. KIRKPATRICK: This is the Junior Officers' Report, Mr. [REDACTED]

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MR. [REDACTED] How much of this report can be written by the Junior Officers of the Kodak Company or the Department of Commerce is a very good question. I hope that none of these guys -- and this will be the job of the supervisors -- get the idea that Career Service is something that is going to take all of these guys by the hand and lead them all up to be GS-18's one day, and I would just for my own information like to know what the other gentlemen here think of that aspect of the report, how much of it really is something we can do about it here, and how much of it is the standard unhappiness and insecurity of young men.

MR. KIRKPATRICK: Red, do you have any comment on that report?

COLONEL WHITE: No, I read it with a great deal of interest, and there are very few bellyaches in there that I haven't heard before. Some of them are real and some of them are not real. Some of the statements made in there are pretty wild as a matter of fact. I understand that some of these people when actually put to the test on misleading statements made by recruiters and that sort of thing actually rather backed down a bit from the strong stand that they have taken here. After I read the report I frankly

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was somewhat at a loss to know just what to do about it. I think maybe it is too bad that we go to all of this work and then just say, "It is a good job; let's file it," but I frankly am at a loss to know just what to do about it because most of the problems that are brought out in here are not new to us, I think, and they are real problems. The important things is that whether statements that they make are valid or not, the discontent is there, and that is the real problem to cope with, and I think we are trying to cope with it all the time, but we are only going to eventually cope with it through the development of better supervisors.

Frankly, I thought maybe somebody would have a better suggestion as to what to do with this report because a lot of work has gone into it, and it does seem too bad to file it.

MR. KIRKPATRICK: I have a suggestion which I will reserve to last as to what to do with it.

MR. KIRKPATRICK: Dick?

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MR. [REDACTED] It was my feeling that the principal value of the report was to confirm what were impressions and in some cases actual facts that we have obtained otherwise, and some of these things don't apply just to Junior Officers. They apply, of course, to Boards. The problem of rotation is one that can only be solved over a period of time. It is complicated, in addition, by certain changes in our T/O structure overseas which tends to cause temporary, and when I use the word temporary I mean your mal-adjustments of six months to a year duration while we attempt to absorb a large group of personnel suddenly back from overseas who were recruited for overseas jobs in large missions and whom we simply have a hell of a time placing in Washington because they really aren't very well qualified for the specialized sort of work that we do. That is one of the basic problems.

The other is that it is no question but that Clandestine Services suffer from personnel indigestion. We took on so many the preceding three years so fast that actually to shake them all down and put them into useful gainful slots is a damn difficult chore, and only time will accomplish that.

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In an effort to see to it that those who were in a position to do something about it were made mindful of it, I have not only circulated this on an "Eyes Only" basis to the Division Chiefs and Staff Chiefs, but I called a meeting of the Secretaries of the various Career Service Boards the other day and had a talk with them about what they could do to help on this problem of rotation and placement, and I pointed out to them in some detail that it was all very well to talk about the Chairman and the rest of the Committee doing the work but that actually the Secretary was always the working member, and it was the amount of push, force, and interest that he displayed in getting the records together and seeing that the wheels were well greased, and it was largely dependent upon that as to what results were going to come out of these Career Service Board meetings. The report by and large I found good, useful, and constructive. Those things that are wrong in it, and those things that are overdrawn I incline to put down to the natural peak of an individual who isn't feeling very good about his employment, and it is very easy for him to overstate his case and to see in highly subjective terms.

There was one part of it which puzzled me a little bit, and that was the number of people who seemed to feel that as soon as you graduated from college and go to work that somebody was obligated to make you Queen of the May right off the bat. I don't think any of us who took jobs either in the military or in civilian life were ever given an impression like that. As a matter of fact, it was put the other way around, and it was pointed out that if you cared to go any place it was damn well up to you, and there wasn't anybody interested in seeing you, and we seem to have gotten this thing twisted around to the place where we are sort of suppliants, "You do a job," and that doesn't make a hell of a lot of sense with a fellow 21 or 22 years old and who is full of beans and feeling the world is his oyster, and by God he is going to see to it that he cracks it the first year. And a lot of these complaints seem to come from that sort of feeling -- "I should be doing clerical work when I have a B.S.?" Why in the hell shouldn't he

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be doing clerical work for a time if it is going to be useful in the long run or useful to the organization? Granted you keep him on there for two years or three years, that is bad, and it is a question of degree, but nevertheless we have created some of these problems for ourselves by spoiling these people. There isn't the slightest doubt of that. But I feel that if we continue to work on the problems which we know exist in this Agency, particularly the supervision problem, as best we know how, we will get these things straightened out in time, and that as far as the actual report itself is concerned, it shouldn't be filed. It should be there as a constant reminder, but I do have the impression there isn't a soul at this table who isn't working hard right now correcting the things this report highlights.

MR. KIRKPATRICK: Charley, do you have any comment on it from a Personnel Office point of view?

25X1A9a MR. [REDACTED] Everything that Dick and Rud have said I certainly agree to. We went through the thing and made a number of observations. I think throughout the paper there are misunderstandings which if they had been a little more aware of actually existing pieces of paper they would have been able to not make some misstatements.

Now that pointed out just one thing to me that perhaps the system of distribution of issuances fails to get down to the lower levels. We have had that problem before, and if that can be one of the areas that we might concentrate on of getting these pieces of paper that are agreed on down to the lower echelons, why, we will have accomplished something.

Several comments are made about recruitment promises and statements that are attributed to Personnel Managers. It is hard to see whether they are specifically talking about the Personnel Office or about supervisors in general, but I think that is immaterial unless there was a point we actually wanted to run down. I agree there are a lot of things here that if they were true we would have a very poor situation, and I agree that there have been some poor situations, but even from the time they had written this, I think we have improved a lot of these things up to the present time, which they have not reflected in the report.

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MR. KIRKPATRICK: Yes, Matt, do you have any observations you want to make on it?

COLONEL BAIRD: I don't think I will labor, Kirk. The only part of the report I have had an opportunity to do a little research work on my own is the report on the Junior Officer Trainee, the one page which I think is more damaging if taken literally from the way it was worded than they meant it to be, and if the rest of the report is as inaccurate as that one, the report as a whole is not as good as I had hoped it was, but I am not going to labor that. That is for somebody else to judge.

I would think that the CIA Career Service Board should at least give them an answer as to some of their specific recommendations even though it requires an explanation of why we can't adopt the rather elaborate CIA Career Service Board structure. There is one point that they made which I personally have felt is a very important one and have for a couple of years, and that is the early identification of what they call the Junior Executive Inventory.

MR. KIRKPATRICK: They don't mean it. Actually the group they are thinking of isn't Junior Executive. We have now got the Executive Inventory which, incidentally, I will report on under New Business as I think I should at this point, but in discussing it with them when they submitted the report, Matt, they actually are thinking of a lower level than your Junior Executive Inventory because your Executive Inventory takes in those . . . well, I think it is going to run about 300 top Agency executives who are qualified or believed to be qualified to fill any one of the 70 odd executive jobs in which the Director personally is interested in filling; in other words, that would either be filled by him filling them or by his concurring with the Deputy in filling them. The next Executive group would actually be a Junior Executive or maybe they would be your Senior Executive Inventory, this being your Super Executive Inventory. I don't know how you would actually qualify them, but that would take you down to the original concept the Board had which was all GS-14's or above. What these individuals, I believe, were thinking from what they told me after I explained these Executive



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Inventories to them was identification of potential caliber to eventually go into that but not in it now.

COLONEL BAIRD: I feel that is very important.

25X1A9a MR. [REDACTED] You are talking about a Junior Development Inventory.

COLONEL BAIRD: Identification at an early age of the executive potential.

MR. KIRKPATRICK: Well, that particular one, as I told them, I would just like to pass on for the future. Let's get the top Executive Inventory working which I think it is starting to do now. It has been, I might add, one of the most fantastic jobs to get that stuff on paper that I have ever seen. We have one person working full time doing nothing but that, and, Charley, we have really got to do something about the personnel folders when you start trying to find out about an individual by going through those folders because it is just terrific to get the details out, but that is all covered in another report, so my comment on their suggestion would be that it is probably a year hence before we get into anything at that level. I think it is a good idea when we can do it, but we simply can't do it right now.

COLONEL BAIRD: That is really at the basis of what you talked about there, the criticism they don't want to have their hands held. I think if they knew that there was some system of identification of those that have it so that they aren't lost sight of in the welter of mediocrity, their morale would be raised considerably.

25X1A9a MR. [REDACTED] You have to convince these guys who is mediocre and who isn't. I just think you are going to bog down if you try to do that at any level lower than about GS-13. It takes that long, I think, to discover who really is coming up as executives and who isn't, and if you start --

MR. KIRKPATRICK: When we give competitive promotions, John, it will sharpen this a lot.

25X1A9a MR. [REDACTED] If you start this down at the GS-9 level you are going to have a real morale problem on your hands.

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COLONEL WHITE: I am inclined to agree with Kirk that you have to, I think, not bite off more than we can chew here at one time or we never will get down, but certainly that should be our aim to get down that far. The Services, of course, whatever you think of their system, they do identify their outstanding Second Lieutenants, and their outstanding First Lieutenants, and so on up the line. They have a system to do it, and there is no reason why in time we couldn't have a system which would do that too, I think, but I don't think we are ready for it yet because we don't even have the grade 12's and up very well identified at the moment.

25X1A9a MR. KIRKPATRICK: [REDACTED] do you have any? 25X1A9a

25X1A9a [REDACTED] I concur with Mr. [REDACTED] that we can't brush this group off because they are highly motivated, and they have done a lot of work, and they feel very strongly about it, I gather. We ought to give them something that certainly isn't recognized as a brush-off.

The second comment there isn't sufficient clinical material in here to draw a firm conclusion. There were 115 people polled. I am not sure. Was it the same 115 in all respects? Well, that isn't a very large percentage of the Agency, and I would like to know whether or not they weren't led to go to the malcontents, or whether it was a true sampling.

25X1A9a MR. [REDACTED] It is not a true sampling. They admit it is not a true sampling.

MR. KIRKPATRICK: No, it definitely reflects, I think, the ones that are happy. 25X1A9a

[REDACTED] But there is enough smoke there to indicate something needs to be done.

25X1A9a MR. [REDACTED] I know a lot of young men that were really very happy.

25X1A9a [REDACTED] I think something can be done here. Individuals like to know that there is a system and that they are not going to be lost, and in my outfit they fill out a Home Leave and Reassignment Questionnaire six months before they come back from overseas, and then that goes to the Career Service Board and they put down their preference of the kind of jobs they want and the areas they want to go to. We all did that in the

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1 military, signed a Preference Station List, where we wanted to go, what kind of jobs, what schools we wanted to go to, and there was no assurance at all you were going to get your first preference or even your third one, but at least you were allowed to say so.

My returnees know they can come before the Career Service Board and discuss their next assignment, and state their personal preferences, their family problems, and that sort of thing, and so we don't lose very many of them even if they don't get what they want because they know they have had a fair hearing. They also know they are going to be considered for promotion along with the contemporaries, and the Career Service Board has built up quite a dossier on each individual now, and even GS-7's, some of them begin to stand out, and some of them we are quite clear that they will never go higher than a GS-8, and they are told that, and if they want to leave, all right, and if they want to stay and continue to be a GS-8 for the rest of their life all right, and then your officer caliber begins to come up by the time they get to be a 9, and we jump them so it isn't a seniority system of promotion.

25X1A6a In this rotation business if there is just somebody at home they know they can come to at the Home Office who says, "Oh, sure, you said you wanted to go to [REDACTED]. Well, [REDACTED] is full, but go before the Career Service Board." Usually if they are allowed to express themselves a lot of this griping it brushes off. In fact, I have a Receptionist who meets everybody who comes back. There is a little room there with magazines in it, and she lets them cry on her shoulder. She is a mature person, and by the time they get to the Career Service Board or to Mr. [REDACTED] they don't have 25X1A6a any troubles. It is an old trick, but just listen, personal attention, and only real malcontents would show up, and there are some in here I can say must have been misfits overseas and just are hard to place. 25X1A9a

The mechanism, the very elaborate mechanism, of the Career Service System, Career Service Boards, it bypasses the command line and puts an awful lot of work on the Career Service Board that I think is personnel

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work, but personal management I do it in my Career Service Board.

MR. KIRKPATRICK: I think that from what you all say there are really two problems which we are confronted with in this report. One is, What do we do about what they say? The second is, What do we tell them about what is being done? Now as far as problem one is concerned, when the report was presented I commented without having read the report actually on items A through L on recruitment and placement. I told them that on the basis of my experience both in dealing with the Personnel Office and in dealing with IG cases that I thought the misstatements on recruitment were actually something that took place several years ago and had been corrected over the recent years and that recently the recruiters were pretty carefully briefed on what they should or shouldn't say, and I thought we had corrected that.

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[REDACTED] That has been practically corrected for the re-  
cruiters.

MR. KIRKPATRICK: On rotation and reassignment I pointed out that I thought that eventually when we got the Career Service System shaken down a little further the Career Service Boards of the individual components or of the major components, depending on how many Boards we have, would devote their time primarily to planning for future careers which would make rotation and reassignment almost an automatic function.

On the career system I gave them some of my views which, as I indicated to you last week, I am putting on paper and will submit to you for your comments, which I think will simplify, streamline, and accelerate the career system and do two things which I think are highly important, that is, (a) return to the responsibility of the Personnel Office some of the things that the Career Service Boards are doing now which the Personnel Office should do, and (b) return to the supervisors the things that supervisors really should do which the Career Service Boards have usurped and that way get back to basically a delineation of responsibility more in line with keeping and putting Career Service Boards really into what the title indicates, a planning for a career rather than routine processing and transfers, etc.

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Supervision, I could only acknowledge that they had a great deal correct in their comment and that there was something that the Agency from the top right to the bottom was looking into, and a study was being made of the possibility of more formal training of supervisors, pointing out what I think I have said to all of you many times that our supervisors, our intelligence officers, analysts, or operators are very bright guys who have suddenly had thrust on them command supervision responsibilities for which they hadn't really been trained except in rare instances.

25X1A9a MR. [REDACTED] Two senior people are going to Chicago to a Supervisor Conference this coming week.

MR. KIRKPATRICK: On pay and promotion I said I thought they ought to recognize that the U. S. Government pay doesn't go too high and that promotion probably comes as fast here as it does anywhere, and I thought one thing they should really get in their minds was that promotions were based on merit and not on time, that they were here to serve a period of time and get promoted, but they would be promoted when they showed that they were better than anybody else in their group.

I don't think I commented to any degree on security or on training. The efficient use of monies, I think that is very clearly out of the field of this report actually.

Military credit is a nasty one because we have a lot of difficulties kicking back on us from that FM recruitment period, but I think the JOT aspect of the military credit is all under control, isn't it? There is no problem, is there, Matt?

COLONEL BAIRD: If they want to devote that much time to their military training.

MR. KIRKPATRICK: Of course, I have a very strong feeling that the sooner the Agency gets to considering only those who have satisfied their military obligations the happier it will be. You don't agree, Richard?

25X1A9a MR. [REDACTED] I agree heartily.

MR. KIRKPATRICK: On medical benefits I pointed out that the Legislative Task Force had come up on that and that was a matter of Congressional action

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which I wouldn't want to comment on as to its possibilities. I also didn't comment on intangibles. Now as to what to do with it, I have the following suggestion to make: I think that in view of the fact that something is being done on just about every single thing they mentioned that in the space of six months it would probably be wise to reconvene the group and tell them in an oral briefing exactly what has been done and accomplished, and by that time I think they will be able to see tangible results, I am quite confident, of the Career Service System. I think that would do it because I do feel if this is filed and forgotten that there would be reaction to that.

25X1A9a MR. [REDACTED] May I say something at this point, Kirk? Over a period of about three or four days I was pretty much father confessor to this group on practically 24-hour-a-day basis. They got quite excited as to the possibilities of this report being filed in the bottom drawer and the fact that they might be getting the brush-off. I convinced them they would not get the brush-off, and one of the things which they are most concerned about is hearing in an appropriate way and at the time that the Board is prepared to tell them or prepared to release information as to just what is being done about specific things because from their point of view, from the place where they sit, nothing is being done. In other words, if they thought it was being done they probably wouldn't have put it into the report, so, Kirk, if I may say so, I say six months from now is too late because I think something should be told to them right now. In other words, they should get some kind of communication from the Board because, in the first place, they interpreted your remarks when you met with Mr. Dulles and the group on that day that at least one of their members, if not all of them, would be present to hear the discussion by the Board. That is the way they interpreted it, and I said you had not made any such promise. Nevertheless they feel that since the decision was that they would not be present today they feel that they are being put in the deep freeze as it were, and if they transmit that feeling to a larger circle, then I think we are in bad shape.

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MR. KIRKPATRICK: On the other hand I don't think we should allow them as General Cabell has expressed himself to this degree that he is afraid they might consider themselves as a pressure group acting on behalf of the Junior Officers of the Agency, and I think that would be a very serious thing if they should get that impression.

25X1A9a MR. [REDACTED] I used exactly those words. I told them the more they pressured you and the more they came to me to find out who was going to come to the Board, were they coming to the Board, to that extent they were damaging their cause, and if they would relax they would hear in due time. However, I think six months from now is a little far off.

25X1A9a MR. [REDACTED] How would it be if I called in the ones that belonged to our part of the shop and tell them what the score is and what we intend to do about it? Then if they had any beefs they wanted to air they could go right ahead and air them at that time.

25X1A9a (2) MR. [REDACTED] I think it would not be a bad idea. We have recognized around the Board here as I understand it that there are problems and that we are doing something about it. Maybe it is perhaps the hard way to do it, but maybe we should at least for our own sake, and we could use that after we had done it; and if we so decide we could go through this and decide just what is being done and make sure whether things are being done and what they are because some of their recommendations, I believe, are completely sound even though they may be based on a misconception or sort of a juvenile or callow apprehension.

MR. KIRKPATRICK: I think, as I think General Cabell has a good point, that they might become a pressure group. I think also they could be used as a sounding board for Agency point of view to get the Agency point of view back to the others and be actually goodwill ambassadors.

25X1A9a MR. [REDACTED] I would recommend that whatever reply was made to these people, either oral, or written, or how, to very strongly include a fatherly talk to the effect, "Now look, fellows, all the frustrations in life are not built into CIA. It is part of the business of living no matter where you are at, and in the last analysis your career, chum, is going to

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be your own doing. No matter how many Career Boards we set up here, why we are not going to give you any cradle to the grave passageway through life, and it is up to you to carve your own way like most of your superiors have, in fact, done, and for better or for worse."

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MR. [REDACTED] I think I got them cooled down to the point after three meetings in one day with them, and at the end of that day my nerves were slightly on edge, I must admit, but I think I got them cooled down to the point where they are perfectly willing to wait to hear. I think the Board if it gives them any information, it should be not as a right that they are having but as a courtesy to them, and that what information is going to them is for them to help the Board do, as I believe -- who suggested it? -- you suggested it, use as ambassadors to the Agency.

MR. KIRKPATRICK: Well, they are in effect being that because a couple of them have come up to me with problems which could be handled rather simply.

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MR. [REDACTED] There are two points of view in this Task Force. There is one pretty sound, conservative, well-considered group, a group with a certain amount of proportion and restraint, and there is another group of . . .

COLONEL WHITE: That is the thing that is wrong with the report. I remembered some of this I have been through myself because I recognized the case when I read it, and what they say in there doesn't conform to the facts at all.

MR. KIRKPATRICK: Let's spell it out this way. It seems to me that like all mammals they have an effect on each other, and whereas you could probably tame down the DD/P side because they would be awed by the presence, why maybe it might be better to get the whole group together and just tame them down all in one body.

COLONEL BAIRD: You mean 153?

MR. KIRKPATRICK: Oh, no, the 7, or 8, or 10, or whatever it is on this Task . . .

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MR. [REDACTED] I don't know if that is all your answer, Kirk, because



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one of our people was asked at the 11th hour to come in and be on this group. He told me that by the time he got there the thing was practically done, and they wanted some specific answers to specific questions, and he was in a position to give those answers, but he is not a discontent.

MR. KIRKPATRICK: That is what I meant in getting them all together so you would have the good rubbing off with the bad.

25X1A9a MR. [REDACTED] Well, he is one of the 7 or 8 listed here.

25X1A9a MR. [REDACTED] He sounds like a strike breaker.

MR. [REDACTED] But he did as best he could in the short time he had to try to straighten some of these things out, or at least try to give them the facts, but he was not able. He told me to take out a lot of this stuff which he personally disagrees with violently.

25X1A9a MR. [REDACTED] This is not exactly a Clandestine Operation although it might be, but there is a much larger group standing behind these young men who are listed than it appears on the surface.

MR. KIRKPATRICK: Well, I think that is what General Cabell is worried about that they are going to spearhead themselves as the ILO or something like that.

COLONEL BAIRD: I would like permission to do this. There are two parts of the program that specifically have to do with Training. One is the JOT Program and the other the tab on Training. I would like to meet with that with the people who signed the report and tell them what we are specifically doing to meet their objections to what they had outlined. I can do that because there are two specific . . . One is on the JOT Program, which this is a complete misconception of in my estimation, and the other is what they say about Training which is rather innocuous, but at least let those 8, or 10, or 12 people that sign the report know what the Office of Training proposes to do to meet their objections and criticisms.

25X1A9a MR. [REDACTED] That simply reinforces the point I wanted to make, and that is it is very important that each and every one get spoken to in one voice because otherwise Dick is going to give a spiel, and you will make

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another spiel, and Bob will make another spiel, and then you are going to have them maneuvering you saying, "Well, that is not what this guy said. He said something different." I would favor a letter which spoke in fatherly tones; among other things put the whole thing in context and indicate that at some future date there would be some statement made to them of the actual attacks on the problems. I think you are better off that way. I think it is very dangerous to have them spoken to in groups. You are much more apt to create a pressurized technique.

COLONEL WHITE: Isn't there also some danger in allowing some of these things to be completely unanswered? For instance, their ideas on medical benefits, for example, are just wrong. I mean -- and maybe this is just another thing to throw in the hat -- but maybe there would be some purpose to be served by letting the people who worked on our Legislative Task Force, and somebody from the General Counsel's Office and the Personnel Office sit down and answer correctly some of these questions. I mean definitely medical benefits is just an example of things which clearly they don't understand. Maybe we are at fault in the Agency for not seeing that they do understand it, but if we just accept the report and don't say, "Well, you boys have kind of gotten off on the wrong track on this," that may not be good either.

MR. KIRKPATRICK: I recommend what we do then is Mr. [REDACTED] Staff will solicit the members of the Board as to the comments that they want made in replying to this group, and get together a reply to them, and bring it to the Board for consideration. I would draft the reply and circulate it to the Board for consideration before it is made, and then when the Board meets on that subject we can determine whether it should be oral or written and circulation that should be given. I think in that way you can get in Colonel Baird's points, and points that Dick would want to make, and points that Red made, etc.

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MR. [REDACTED] I think it is a good idea if we do specifically defer the decision it is to be written or oral because honestly I don't know what is the matter with me -- maybe this is just personal -- but I have a very strong disinclination to give any group in the Agency -- I don't care what group

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they are -- the sensation that all they have to do is be tough enough and complain enough, and then the Director, which is in effect this Board, is not only going to give them the courtesy but is under an obligation that they have satisfied all of their complaints.

25X1A9a [REDACTED] You have brought the light to a lot of things that will take a long time to correct.

25X1A9a MR. [REDACTED] Anything more than that is merely a courtesy to them from the Board.

25X1A9a [REDACTED] They shouldn't have the status of Shop Foreman coming up dealing with labor relations.

25X1A9a MR. [REDACTED] "Look, Sonny, we know how you feel, and these are the facts of life, and now you go back and see if you can help us do something about this and quit bitching, and furthermore if you have these bellyaches, please come to your supervisors about them." You hear a lot that goes on in the halls indirectly, that "I have this gripe and that gripe, but I couldn't go see [REDACTED] about it because he is too damn busy." No matter if you make a practice, as I have, of not ever being too busy to see anybody about a thing like that, but they will sit there and they will churn these things around, and the next thing you know they are traipsing up to the IG and everybody gets in a great snarrel. That point should certainly be gotten over to these guys that if they have their bellyaches, stand up and put them forth, and if they are well founded they will get some satisfaction, and if they aren't they will get thrown out.

MR. KIRKPATRICK: Rud, will you then undertake that, and I would say plan to have it within three weeks. That is certainly a reasonable time.

25X1A9a I have asked [REDACTED] of my staff to see [REDACTED] tomorrow to discuss 25X1A9a this thing on monies because, as I said, they are off base there, and I told them so, in their report, and that was out of their report, and when they start talking about inefficient or bad use of money they are right in my backyard, and people play in my backyard only with my permission, and he is going to get right down and find out what this one on monies is and whether

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there is any truth to it or not. We might get a beef from [REDACTED] on the subject, but if he does, I would be happy to see him.

25X1A9a 1 MR. [REDACTED] Kirk, I ask that not preclude a reference to that facet in any letter of communication.

MR. KIRKPATRICK: Oh, no, absolutely no.

25X1A9a MR. [REDACTED] Because you want to throw back at these guys anything that is out of line.

MR. KIRKPATRICK: It is their dollar that is being spent too. Let's go on to the Report of the Panel on Career Service for Women, dated November, 1953. I thought it was a fascinating report, but I must say that the statistical charts got me dizzy for about 20 minutes after . . .

25X1A9a MR. [REDACTED] Very feminine report.

MR. KIRKPATRICK: Do you, gentlemen, have any specific comments you would like to make on the report.

25X1A9a MR. [REDACTED] I would like to know. These statistics show some place the rate of turnover for the DD/P complex is exactly the rate of the turnover for the Agency as a whole.

MR. KIRKPATRICK: That is for the sake of the record, I suppose.

COLONEL WHITE: It would seem to me, Kirk, in reading this that I also got confused with the statistics, but I had an overall impression when I finished that discrimination, if any, in CIA is no worse than it is every place else in the United States in Government or out, so that I didn't have any feeling that we should be particularly self conscious about the way CIA is handling . . .

MR. KIRKPATRICK: I think they came to that same conclusion themselves. They didn't come right out and say it, but they certainly hinted at it.

COLONEL WHITE: I was pleased to note that insofar as their specific recommendations that the DD/A should screen all of these requests that specified "Male Applicant Only" will do, and certainly we are happy to comply with that, and certainly if it is the desire that we do so, and that we provide a fulltime counselor in the IAB.

25X1A9a MR. [REDACTED] I would like to talk about that.

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COLONEL WHITE: Yes, I think maybe that is justified and maybe it isn't. I haven't talked to Charley about it, but we spend most of our time counseling there in the AIB already.

MR. KIRKPATRICK: I wondered what else you did when I read that.

25X1A9a MR. [REDACTED] May I say a word about that. That is in the recommendations on the Preference, but I can't go along with that at all. We have the counseling group right there in the same building, and those people are free to talk with anybody at any time that they want to talk to a counselor. The people who are responsible for managing the IAB have through the months and years they have been with it acquired a certain rather large handkerchief, and so in the first place our budget wouldn't permit it, which is the basic reason, but I can't see that it is necessary in view of the other facilities that are available to them. Now that is Item 5. On Item 6 they refer to the appointment of a qualified person in each major component to deal with problems of clerical personnel. Now I am told that they don't envision there a fulltime person doing just that. It is the designation rather than appointment that they are referring to, but again I couldn't agree to setting up counselors all over the place if we can't afford counselors in the Personnel Office.

MR. KIRKPATRICK: There is a Personnel Officer in every single office. What is he for?

25X1A9a MR. [REDACTED] Yes, we have a person who is just about doing this as part time, part of his job.

[REDACTED] I do too.

25X1A9a

25X1A9a MR. [REDACTED] Everyone does.

COLONEL WHITE: I will tell you this business about people getting married and pregnant at your operational inconvenience is played down considerably. I don't see how . . . it is very commendable, and I am very much in favor of it, but I just don't see how you can as a group expect supervisors to put quite as much money on you as they do somebody that is not subject to those hazards. It is a real problem.

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[REDACTED] I had a feeling that these people were not too much disturbed about this situation, but they thought they had to do a job.

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MR. [REDACTED] DD/P?

MR. KIRKPATRICK: The women.

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MR. [REDACTED] You mean the women that wrote this were not disturbed about the prospects of their getting pregnant or married?

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MR. [REDACTED] I would just like to make this observation that I swear to goodness that since I have been around here it would seem to me that an able woman has had a damn good opportunity and very fair treatment in this Agency. In fact, I don't know of a single case that has ever come to my attention where a person who was conscientious and very good she hasn't gone forward, been promoted, held decent jobs, been courteously treated, received recognition, and everything else far out of proportion to any other part of the Government to which I am aware, and I think would compare favorably with any industrial enterprises in this country, and obviously cannot be compared with education where there is an entirely different situation and merchandising where there is a different situation, etc., but considering the type of work we are in, at least the Clandestine Services which is hardly the kind of thing that would normally attract an awful lot of women, but it attracts a surprising number, and to my view some of them are surprisingly good at it, but it does seem to me that is recognized, and I have never at any time had any sensation that they were purposely held down. It would seem to me they were allowed to go ahead about as far as their capabilities and circumstances permitted. There are some very definite limitations which we can never change in certain of the field stations, certain areas of the world, which are pointed out in the report quite fairly, I think. There is the other point that Red makes that there is a constant inconvenience factor with a lot of them. You just get them to a point where they are about to blossom out to a GS-12, and they get married, go somewhere else, or something over which nobody has any

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control, and they are out of the running. I would like to submit in evidence the ones that have been in the Agency five years, or maybe six years, or more. It seems to me they have been very well treated, have got good jobs, interesting jobs that most of them wouldn't trade for anything else, and I don't quite see how aside from, oh, such issues as lack of courtesies, various clerks and people in the Registry, etc., which is more a question of human relations than it is a question of Agency policy. How do you make a gentleman out of a boor overnight? I mean if he is a boor he is going to be a boor to anybody; I mean if he is a clerk, or who have you. I am not even impressed by that argument because I don't even recollect having had any complaints except minor ones such as "So and so was rude to me today," which may have been because he bellyached or something of that kind, but aside from that if there was any feeling there was a conscience policy of downgrading them, treating them discourteously, and, as a matter of fact, I think they are very well treated by and large.

2 COLONEL BAIRD: By and large. I think that the trouble is, Kirk, that there are some flagrant exceptions, and it is just like this other report where you hear the malcontents, but I was embarrassed the other day at a meeting that was held of two fully cleared consultants, but outside the Agency in another organization. One of the Agency representatives present is a Division Chief, and he made the statement in a semi-humorous manner that he has no doubt as to what he meant that he didn't want any women in his shop. He just said so. He said, "I just don't want them." Well, he happens to be a Division Chief where I think he could use qualified women. Now when he makes that kind of a statement that is the kind that the girls pick up and pass on, and what is not usually passed on is the story of the Division Chief who does use women. I think that is again just your supervisory matter. If that is brought to the attention of the office head component that he has got a Division Chief that expresses himself that way, he ought to take appropriate action, and maybe the Division Chief is right, but I think it is those individual cases that upset your by and large treatment.

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MR. [REDACTED] I worked with this group not as much as with some others, and I think it is important to remember how it came into being because a couple of wise gals at an orientation meeting asked the Director about three or four questions, and that is the reason the Task Force was set up. Well, this Task Force in my opinion is a group of pretty mature feet-on-the-ground women, and the more they got into this, and the more statistics they examined, the more they came to the conclusion that women got a pretty good break in CIA by and large except as you say for these flagrant examples of boors or, as you put it, those who are always going to be that way until somebody takes them aside and says, "Look, this isn't good supervisory practice," and I personally think that is a pretty competent report with a pretty sure touch and a non-inflammatory kind of report which they eventually came up with, and the best evidence of it is that they have no very wild and earth-shaking recommendations to make because that is the way it is. They found that the situation was not that which one would be led to believe from the type of questions which were asked of the Director on that occasion.

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(L) [REDACTED] There were two things that they were talking about here. One is more equitable treatment for the women who are now in the Agency, and implied an appeal to hire more women in the Agency, in which case . . . which I don't think is an appropriate matter. Those people that are in the Agency want to be sure that they are not always two grades below the man for the same type of work. They didn't make a point of that "Hire More Women".

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MR. [REDACTED] Is it really statistically ascertainable that a woman doing like work with a man is getting paid a grade or two below the man because that had never been my impression, and I am just curious?

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MR. [REDACTED] You can demonstrate they are a grade or two below, but it is almost impossible to prove the work is the same, but I think there is no question about the statistics that they are a grade or two below in what would appear to be comparable posts, but whether the work is the same is something that can't be proved.



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MR. KIRKPATRICK: I think that the feeling as reflected in the questions about the Career Service Program comes primarily from one group, and that is the group of college graduates who come in and start doing clerical work either with the impression or perhaps, as was the case in the past, some actual statement that they would be able to get ahead and get rapidly into the non-clerical field, and there very obviously is a difficulty in managing that jump unless you get under a kindly supervisor who is going to assist you in it or you demonstrate a tremendously outstanding aptitude because with the situation and the shortage of clerical workers, no supervisor in this Agency in his right mind is going to take a good stenographer or a darned good competent file clerk and say, "Well, just because you got your B.A. I don't think you ought to be doing that work, and we are going to make a Case Officer or Researcher out of you." You just don't do it when you are short of clerical help.

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MR. [REDACTED] Kirk, I not only agree with you, but in one respect it is a condition which I don't know what the hell you do about because over a period of time I have talked to enough college graduate women to be sure of my facts personally on this particular point, and that is that for some reason they are given the impression in college or get the impression themselves somewhere that the thing that they are qualified for is an analysis on policy questions, and I am not kidding about that. They all talk about policy when they come in, and no matter how much effort or time you take to point out to them the policy in this Government is in the hands of about two percent of the total employees, if that many, and that everybody has nothing whatever to do with policy and that it would be years before they would even get close to it, nevertheless they sit there bound and determined that they are not going to do any work which might dirty their hands, might make them tired, or might be routine, and, so help me, the one thing in a workaday world that the woman is much better at than a man is maintaining a routine. I think that has been demonstrated. Look at the Code Clerks. They are much better than men at that. They are

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just crackerjacks, and they do it day after day, and it is just nonsense for these gals to come in here and think the Government is going to fall apart because their brains aren't going to be used to the maximum. We can't absorb them, so help me, even if we wanted to. The fact they don't want to do stenographic work and do a hell of a good job and get out to a field station where they would have every job under the sun to do indicates to me a very great motivation which this Agency can't handle very well.

MR. KIRKPATRICK: I was very amused in talking to a British representative. We got actually on the subject of careers for women in the organization, and they have given up. He said that as far as their field organizations are concerned, their success with them has been at such a low level, and there are so many areas in which they can't possibly use them except for strictly clerical work that in the professional field they just think it isn't worth the time and training. In recruiting them if an exceptional one comes along that is obvious, they will take it up, but otherwise they use them almost solidly for clerical, reports, and research writer, the three things that these women have put their hands on as being the predominant fields of interest for women in the Agency.

25X1A92 MR. [REDACTED] To my way of thinking there is a discrimination against a class of women in this outfit which I haven't noticed this report even addressing itself to, and that is the sad state of the really good secretary who probably never looks forward to anything more than a GS-7, whereas a really cracking good secretary is one of the most valuable animals in the whole organization.

MR. KIRKPATRICK: Our time is just about at an end unless you have some further comments to make on this, that we treat this in identical fashion as we treated the preceding report, and you might do it simultaneously, Rud, and see if there are any specific comments the members of the Board would like to make on this report. It is my personal feeling that again we have education of supervisors, and, to my mind, like 90% of the things put in this report and put in the Junior Officers Report, when we get the supervisors to learn that they have human beings working for them that like the same things

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he generally does or she generally does and treat them accordingly . . .  
once they do that, I think a lot of these personnel problems will dissipate.  
The only other problems . . . without a thorough study of this, but on a  
first reaction, we could save the Agency an awful lot of trouble, Charley,  
if there was a high grade, well known, and well respected woman in the  
Personnel Office to whom the women could take their gripes and who they  
feel would do something about them.

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MR. [REDACTED] There was until she got married and left.

MR. [REDACTED] There is such a woman clerk in [REDACTED] She occupies 25X1A9a  
a very responsible position with a member of this Committee.

25X1A9a

MR. [REDACTED] She is a GS-13, and she works for me. I couldn't get  
along without her.

COLONEL BAIRD: I would like to throw in one thing. I know you are  
busy, but it seems to me there is another forgotten group in here, and  
that is the group that [REDACTED] told me three years ago to stay 25X1A9a  
away from completely. She said, "You will never get the best results out  
of women in the Agency or any other Government department as long as you  
continue to go after the age group from 21 -- in other words, the college  
graduate to 28. Don't hire a woman except between the ages of 28 and  
35. When she is 28 she knows whether she is going to be in Government  
either as a married woman or whether she is not going to get married  
usually." She said, "You will waste money on training and recruiting of  
the 21 to 30," or whatever you call it. I think that is something we might  
consider.

MR. KIRKPATRICK: I have always thought we did miss a bet in recruiting  
some of these long stemmed American roses, but that is a specialized department.  
I think that ought to be an undercover job.

25X1A9a

MR. [REDACTED] Clandestine Services.

MR. KIRKPATRICK: On new business I simply want to report on the  
Executive Inventory seeing that has been mentioned previously, its present  
status. In going over the aspects of how to implement it, one of the things

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most strongly stressed, and, incidentally, which Larry Houston emphasized on the basis of what they advised him up at the Harvard School of Business Administration, it seems that most Executive Inventories while very sound in concept usually tripped in implementation over the very simple factor, and that was too many people got to talking about who was and who was not in the Executive Inventory. It created a morale problem, and you just tore the Inventory apart. Consequently, in implementing it, as you recall, we handled all of these things on an "Eyes Only" basis to the Deputies concerned, and I think that was very strictly adhered to. I haven't heard of any gossip or leaking around on that particular item, and then with all due respect to any other part of the organization, I thought it best just to handle it right out of my office to the Director's Office which is being done. Mr. [REDACTED] came up with a suggested form sheet, which I must say when you see that you know more about yourself than you generally do before you read it. It is extremely comprehensive and all encompassing, and, as I mentioned, it is very difficult to get filled out because it is hard to find all the details to put into it. We now have about half of it completed. The Director wanted it in notebook form rather than in cardex because notebook is a lot easier to handle. In one notebook you can get 300, and cardex you would be walking down the hall with your arm full of cardexes, and it should be completed in I would say another couple of weeks. I think it is going to prove useful because already it has been called for in two instances, which is fine except it was premature because it wasn't ready yet to be fully utilized, and once it is fully completed and I have a chance to brief the Director on it, why, I will report back on his reaction, and then we can take up a discussion of a Junior Executive Inventory, which I think would be the one at the next echelon down, but this thus far, I think, is showing very good signs of being a very useful tool for the Director to have. It certainly just by taking it home over a weekend and glancing through some of the biographical sketches, he will know the top echelon of his Agency far better than possibly could be conceived

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③ under any other method because every single individual has the front and back of a sheet single spaced completely filled in. Any other new business?

25X1A9a When is the next meeting, Mr. [REDACTED]

25X1A9a MR. [REDACTED] A week from this coming Thursday, a week from Thanksgiving.

MR. KIRKPATRICK: And the subject is . . . ?

25X1A9a MR. [REDACTED] Not determined yet.

(The meeting then concluded at 5:05 P.M.)

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